REGIN

Regions for Migrants and Refugees Integration

Stakeholders' Capacity Building Guidelines

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This document aims at helping the regions participating in the Regions for Migrants and Refugees Integration (REGIN) project when organising the two Capacity Building sessions defined in the project. Capacity building must be understood as a project tool, which contributes to achieving the project's objectives.

1. THE ROLE OF THE STAKEHOLDERS IN REGIONAL POLICIES

A stakeholder is either an individual, group or organisation who is going to be impacted by the outcome of a project and it is also on their interest its success. Stakeholders can be within or outside the organisation that is promoting the project. The right involvement of stakeholders can have a positive or negative influence on the project, since in its development there are a lot of people involved from inception to a successful completion.

For the REGIN project there will be developed different 2 main actions related to stakeholders to be involved in the project: Stakeholder's mapping and Stakeholder's capacity building. The first one has been developed in deliverables D4.1 and D4.2 (Stakeholders' Mapping and Reporting) and the second one is presented in this document (D4.3).
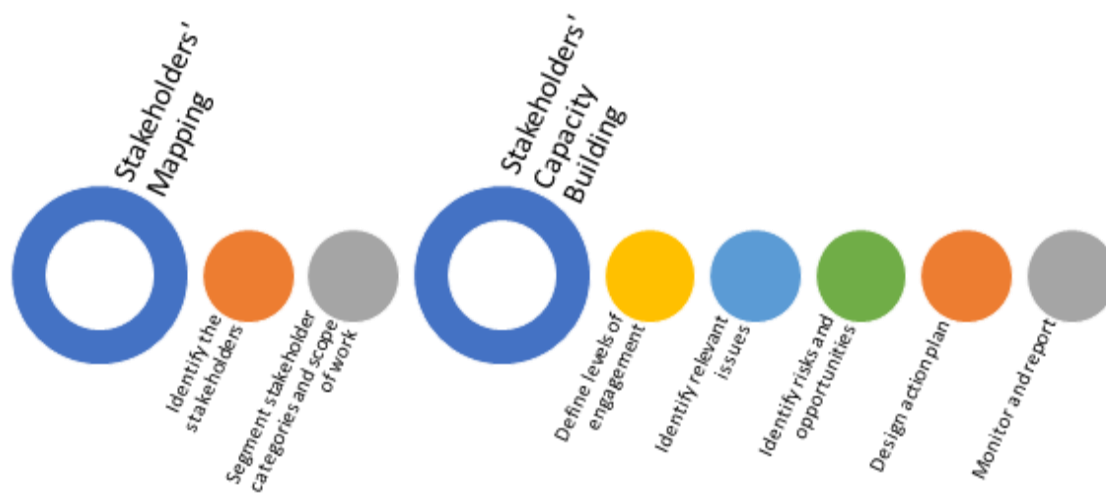
There are different types of stakeholders, but in this document, the identified stakeholders are linked to public administrations. It means the stakeholders are key actors that should be involved, in different degrees and moments, in the process of building a public policy. Their concerns, interests and resources should be taken into consideration from public decision-makers, as they are crucial to design, implement and evaluation public actions, but also to strengthen community building in each region.

2. THE IMPORTANCE OF CAPACITY BUILDING

According to UN[1] *"Capacity-building is defined as the process of developing and strengthening the skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt, and thrive in a fast-changing world. An essential ingredient in capacity-building is the transformation that is generated and sustained over time from within; transformation of this kind goes beyond performing tasks to changing mindsets and attitudes"*. Basically, capacity building helps increasing knowledge and awareness, encourage collaborative action and help to sustain long-term commitment.

Capacity building helps to:
- ➢ Guarantee that all stakeholders are operating from a common base of knowledge.
- ➢ Provide stakeholders with the knowledge and skills to appropriately and effectively engage in the project.
- ➢ Combat misperceptions that stakeholders may have.
- ➢ Foster a sense of collective ownership of the project.
- ➢ Strengthen local capacity to ensure sustainable project in the community.

Stakeholders often have different reasons for participating in actions and activities. Through capacity building, you aim at developing a common vision building a sense of collective ownership and commitment to the project. This will be the base of a successful and sustainable project.

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[1] https://academicimpact.un.org/content/capacity-building%22%20/
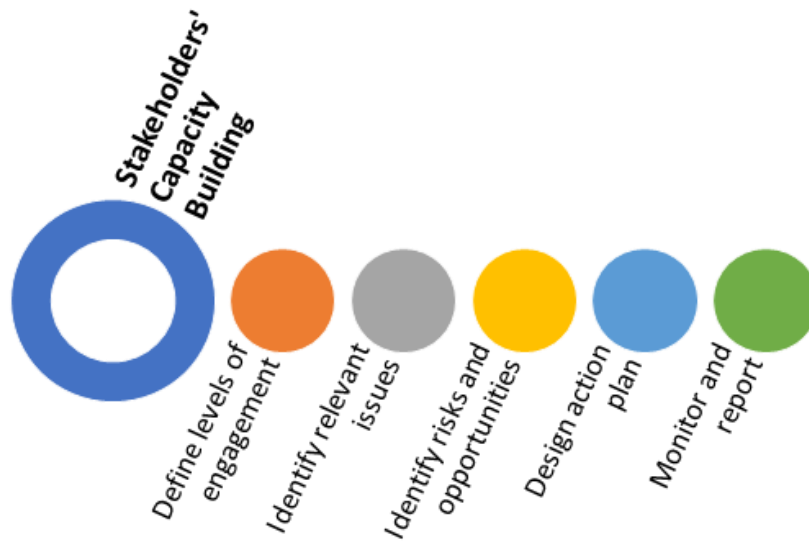
3. CAPACITY BUILDING IN THE REGIN PROJECT

Integration is a multidimensional cross-cutting issue that depends on the cooperation and collaboration of different actors in our society. Stakeholders should take part in the successful development and implementation of integration actions in their region. Identifying and listing a diverse range of relevant stakeholders is therefore an important step in the development of the REGIN project and to guarantee its sustainability, giving it a life beyond its duration. Moreover, providing tools to the identified stakeholders is of crucial importance for the success of the project.

During the REGIN project, the partner regions were asked to identify a list of at least 20 relevant stakeholders in their territory. The selected actors could be of different scopes (International, national, regional and local) and from different categories. However, the common point of the identified stakeholders had to be their experience, competences, and/or commitment to working with migrant and refugees' integration.

In the context of this project, it can also strengthen regional networking, build support, avoid potential controversy and benefit migrants and the community in fostering social integration and inclusion. Community leaders and other stakeholders who are knowledgeable about migrants' integration can encourage greater community involvement and help to lay the foundation for actions and programmes. A systematic approach to capacity building will make it much easier for regional authorities to guarantee that all stakeholders are operating from a common base of knowledge; to provide stakeholders with the knowledge and skills to appropriately and effectively engage with migrants' integration; to ensure that stakeholders are providing correct and accurate information to their communities or constituencies; to combat misperceptions that stakeholders may have on migrants' integration; to foster a sense of collective ownership and to strengthen the capacity of regional authorities to work together with regional stakeholders.

What we want to achieve with REGIN stakeholders

Stakeholders' Capacity Building

- Define levels of engagement
- Identify relevant issues
- Identify risks and opportunities
- Design action plan
- Monitor and report

4. REGIN STAKEHOLDERS' CAPACITY BUILDING SESSIONS

The REGIN Project includes 2 capacity building sessions for the stakeholders identified by the partner regions at two different moment of the project.

SESSION #1: DEFINING AREAS OF INTERVENTION AND INTEGRATION ACTION

Led by the REGIN partners (Instrategies)

When?

The first meeting should be taking place during the months 10-12 of the project

Which objectives?

The objectives of the first capacity building session are:

1. Identifying the areas of intervention in which each region will be working (following the preliminary results of the indicators analysis)
2. Identify a feasible integration action to be developed during the project, according to the needs detected (preliminary idea to be further developed later)
3. Assign the role of each stakeholder during the development of the integration action.

Who will participate?

Representatives of the partner regions and stakeholders identified will participate. There should be a minimum of 20 stakeholders participating. The project partner Instrategies will provide support to the regions during this session.

How to organise session #1?

The session will last at least 2h (up to 4h) and could be organised physically or online[2]. Even though the objective and participants in the Stakeholders Capacity

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[2] Depending on the pandemic situation and the regulations applying, each participant region will decide the best way to organise their sessions.

Building sessions will be the same for all regions regardless of the format chosen, the methodology cannot be exactly the same in both cases. An online meeting can only be useful and successful if it is inclusive and encourages the engagement of the participants. Find more tips on how to better organise the meetings at the end of the document.

Proposal for agenda:

- Presentation of participants including field of work
- Presentation by the partner region and Instrategies of the preliminary results of the integration indicators for the regions (to be provided by REGIN technical partners)
- Work in small groups to identify the integration needs in the region and the possible areas of intervention
- Debate in plenary of the work in groups to decide the area of intervention.
- Work in groups to brainstorm on integration actions for the designated area of intervention.
- Selection in plenary of the feasible integration action to be developed during the project

How to identify the needs and areas of intervention? And the integration actions?
The facilitator(s) will give a short introduction to the key questions and objectives of the session. Then, participants could be split into groups that will report to the plenary later. The facilitator, together with a person designated by each group, should take note of the main reflections to be able to present them at the round table at the end of the session.

A common decision on the area of intervention should be taken and on the basis of this, a feasible action. The concrete details on the action could be decided on other follow-up meetings.

> *SWOT ANALYSIS:* How to identify the best and feasible realistic action?
>
> - **Strengths**: What we are doing well? What are the areas we have better success?
> - **Weaknesses:** Do we have the resources and skills to develop the action?
> - **Opportunities:** What other projects/initiatives could we take advantage of? How can we use our strengths to develop the action?
> - **Threats**: What threats do your weaknesses expose to you? Are we able to overcome these threats if they appear?

SESSION #2: DEVELOPING A SUSTAINABILITY PLAN FOR THE INTEGRATION ACTION

Led by the regional authorities

When? The second meeting should be taking place during the months 18-19 of the project

Which objectives? The objective of the second capacity building session is identifying the ways to sustain the integration actions designed during REGIN in each region. Moreover, this session would be devoted to do a follow-up of the integration action and to evaluate the role and involvement of each stakeholder, depending on their viability, interest and other factors.

Who will participate? Representatives of the partner organisations and stakeholders identified could also be joined by other associate partners of the project during the second capacity building session. There should be a minimum of 20 stakeholders participating.

How to organise session #2?

The session will last at least 2h (up to 4h) and could be organised physically or online[3]. Even though the objective and participants in the Stakeholders Capacity Building sessions will be the same for all regions regardless of the format chosen,

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[3] Depending on the pandemic situation and the regulations applying, each participant region will decide the best way to organise their sessions.

the methodology cannot be exactly the same in both cases. An online meeting can only be useful and successful if it is inclusive and encourages the engagement of the participants. *Find more tips on how to better organise the meetings at the end of the document*.

Proposal for agenda:
- Presentation of participants including field of work
- Presentation by the partner region and selected stakeholders on the developments of the integration action.
- Debate in plenary on the next steps to grant the sustainability of the project.

How to define ways to grant the project sustainability?

The facilitator(s) will give a short introduction to the key questions and objectives of the session. Then, participants could be split into groups that will be reported to the plenary later. The facilitator, together with a person designated by each group, should take note of the main reflections to be able to present them at the round table at the end of the session to be able to reach a common decision on the strategy to follow.

SWOT ANALYSIS: How to develop a strategy for a successful future project

- **Strengths**: What others see as our strengths? What were the relevant achievements of the project?
- **Weaknesses:** What could we improve? Do we have the resources to follow-up on the action?
- **Opportunities:** What opportunities are open to us? How can we involve others in the action? Can we build on this action for greater projects?
- **Threats**: What threats could harm the development of the action?

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5. TIPS TO ORGANISE YOUR SESSION

- ✓ From your selection, identify the key stakeholders. Determinate the number of participants (20 minimum).

- ✓ Assess the capacity of the participants

- ✓ Develop messages in easy-to-understand language and deliver them using interactive methods.

- ✓ Create spaces for participants to share their experiences.

- ✓ Encourage two-way communication

- ✓ When identifying the participants try to have the most diverse representation possible in the type of organizations (NGOs, public administration, private sector, etc.)

- ✓ Provide a clear agenda and goals for the meeting
    - o Session 1.
        - ▪ Areas of main concern/intervention
        - ▪ Actions needed. Definition of action/s
        - ▪ Role of stakeholders
    - o Session 2.
        - ▪ Development of the action
        - ▪ Assessment of the action
        - ▪ Assessment of the role of stakeholders

Session 1
- Area of intervention
- Definition of the action
- Role of stakeholder

- WHAT, WHY, WHO

Session 2
- Development of the action
- Assessment of the action
- Assessment stakeholders

- HOW, WHEN, WHERE
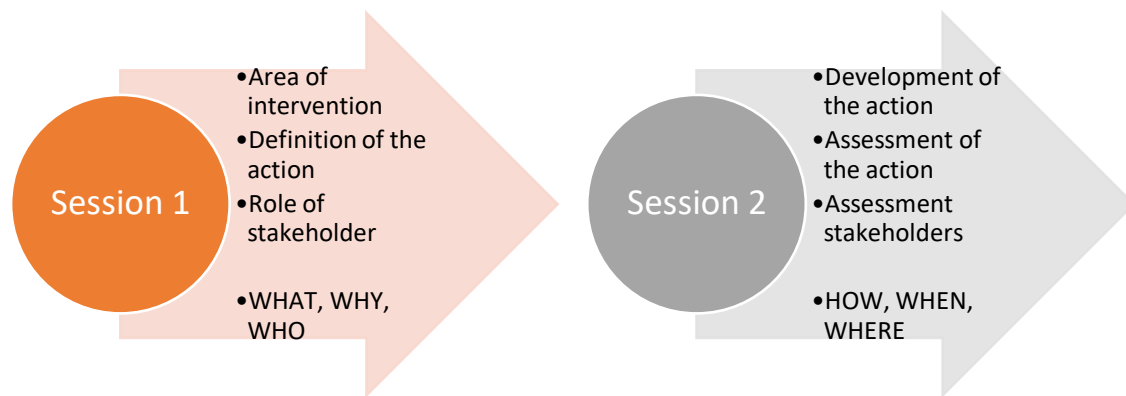
How to engage participants during online meetings?

If you create opportunities for engagement, participants will be participating more and during a longer time. You can do it by asking participants to submit questions in comments or through a chat tool. Chances are the people who ask questions are going to stick around to see if they get answered. Also, online platforms have other interactive features for example, polls or quizzes (i.e. Kahoot), use them to take requests and suggestions and ask for feedback at the end. Another tip is to ask your participants to refer to each other and help boost the 'conference feeling' of the event. This will make your attendees feel more like they are actually at the event.

How to be inclusive in an online event?

Not all the participants have the same skills, backgrounds or access to technology. Before the event, you can contact the participants to check on their accessibility to online tools and language skills (you can already request this information when inviting them to the event). Should you identify problems to follow the online meeting in the necessary way, please provide the stakeholders with the needed resources.

Which online platform to use?

Product	Functionality	Cost options	Pros	Cons
Zoom (zoom.us)	Online meetings, conference and webinars. Allows co-hosting & accessible on different devices.	Free registration allows max session length of 40 minutes. Pro: around €15 per month – up to 9 hosts and event for 100 participants Business: c €20 monthly up to 300 participants.	Intuitive and easy 1st time. Strong video – doesn't compromise connection speed. Whiteboard and polling tools. Breakout spaces Record facility.	Security issues deter some public authorities Requires formal meeting set up. Whiteboard is quite basic.
Webex (www.webex.com)	Online meetings, conferences and webinars.	Various levels from free (up to 100 participants) to Business allowing up to 200).	Widely in use – strong market recognition. Already established with many public authorities. Reliable record facility.	Limited video – affects quality of connection.
Teams (www.microsoft.com/en-gb/microsoft-365/microsoft-teams/group-chat-software)	Online meetings, conferences and webinars.	Various levels from free to Office 365 E3 at c€20 monthly.		
Skype (www.skype.com/en)	Online meetings, conferences and webinars.	time Free but requires Microsoft Skype account. Business option available.	Wide market recognition. App for all devices.	Unreliable and poor quality – especially with multiple users.
Adobe Connect (www.adobe.com/products/adobeconnect/meetings.html)	Online meetings, learning and webinars.	Tiered pricing depending on number of hosts.	Strong visuals. Innovative use of panels to mix media on screen simultaneously.	Requires downloading app to use full range of features. Not very easy for beginners.
Google Meet (available for Gmail account owners)	Online meetings, webinars, chats.	Used to be available in Business G-Suite, recently made available for free (replaces Hangouts in Gmail).	Simple to use and integrated with other Google tools. You can send files.	Video freezes if connection is low.
Jitsi (jitsi.org)	Online meetings, webinars, chats.	Open source and free.	Made in Europe! Intuitive and easy to use.	Doesn't work well in all browsers – e.g. Safari. No break out options yet.

Source: URBACT Hints and Tips for Online Facilitation (June 2020)